

## **Mayor's Goals and Initiatives for 2003**

The 2003 budget continues to focus on achievement of the goals of the Columbus Covenant in order to reach its vision “to be the best city in the nation in which to live, work, and raise a family.” Those seven goal areas are:

- **Customer Service** – provide quality and efficient service delivery to customers using “best practices”
- **Neighborhoods** – engage and promote strong, distinct, and vibrant neighborhoods
- **Safety** – enhance the delivery of safety services
- **Economic Development and Technology** – provide an atmosphere that promotes job creation and economic growth in existing and emerging industries
- **Education** – encourage and promote participation in learning opportunities
- **Downtown Development** – develop a vibrant and thriving downtown that is recognized as an asset for the region
- **Peak Performance** – invest in all city employees and develop systems that support a high-performing city government

For each of these seven goals, the Administration has identified key initiatives – referred to as strategic priorities – that will advance the achievement of these goals. Many of these initiatives cross over department lines, which will require city departments to work collaboratively if the initiatives are to succeed. Each department's section of the budget identifies those strategic priorities that it will lead or support in 2003.

In addition to focusing their 2003 initiatives on the seven goal areas of the Columbus Covenant, each department has created a set of goals, objectives and performance measures that will provide city residents and elected officials with information regarding the quality, quantity, and efficiency of the services they deliver. These performance indicators are presented in each department's section of the budget, along with measurement data, if available.

The following lists some of the city's major innovations and undertakings in this 2003 budget – organized by goal area.

## Customer Service

- Continue implementation of a citywide **311 system** so city residents will have a single, three-digit telephone number to call for all non-emergency city government services. Four city departments will begin electronic tracking of service requests in early 2003 with others joining the system later in the year. The system will track such 311 service requests so city employees can be effectively deployed to respond and customers can determine the status of their requests. The 311 number itself will be deployed in 2004.
- Continue implementation of the successful **E-Government strategy** allowing citizens increased access to local government services and information with over 190 on-line services and downloadable forms, available 24 hours per day, 7 days a week.
- Improve **utility customer service** by enhancing the customer's ability to access water account information and provide increased options for bill payment. Expand the number of "Cashpoint" remote locations where payments can be made and begin taking electricity payments, as well.
- Expand on-line accessibility for applicants and city agencies so all **civil service exam applications** can be filed over the Internet.
- Provide registration for the **city's softball leagues** on-line and expand tailored services such as language translation and a special site for children.
- Pursue and implement an effective **electronic bid system** so vendors can more easily do business with the city.
- An expanded **Internal Affairs Bureau** will be relocated to a more accessible central neighborhood location.

## Neighborhoods

- Expand the delivery of **basic health care services** to children and families in partnership with Access Health Columbus and other health care providers.
- Improve the coordination of community resources available for **new immigrant populations** in the areas of health, education, safety and other essential services.
- Use the new Southside Community **Pride Center** and the two **neighborhood policing centers** for community safety efforts. Improve community partnerships and explore the use of additional fire and police facilities for community meeting places.
- Establish two new **Neighborhood Pride Centers** and expand Neighborhood Pride by 6 neighborhoods.
- Continue to **distribute smoke detectors** in the most needy Columbus neighborhoods to save lives and prevent property damage.
- Participate in and initiate a health awareness program to improve health behaviors among city residents while also working with on-going initiatives such as **Healthy Columbus** to advance such efforts.

## Safety

- Provide the highest level of public protection possible for all Columbus residents through **emergency preparedness** planning, training, and community leadership efforts targeted at preparation for a range of disasters or emergencies including bio-terrorism.
- Continued **strong presence of uniformed personnel in city neighborhoods and high schools** to preserve current response standards to life-threatening emergencies.
- **Two new police officer classes and one fire fighter class** will begin in 2003 to help the city keep pace with safety needs. In addition, two police classes and one fire class will graduate in 2003 maintaining force levels and providing for the opening of the new Fire Station 34 at Tuttle Crossing.
- Construction of a **new police training academy** to provide adequate training equipment and facilities to properly prepare city police officers.
- Continue implementation of "Project 2020", the city's **street lighting program**, with the projected installation of 1,300 street lights.

## Economic Development and Technology

- Implement customer service standards along with redress policies through the now established **One-Stop Shop** that coordinates and streamlines the permitting and plan review process for private construction projects. Maintain the services through the permit and plan review fees paid by its customers.
- Work with regional partners to address **transportation** issues such as traffic congestion, highway construction, and airport transits.
- Create and maintain a citywide tracking system to incorporate **tracking of plats, plans, and permits** throughout the city including identifying and streamlining business process rules by which the city meets agreed upon service standards.
- Provide leadership support to initiatives designed to bring more technology companies to Columbus and work with local colleges and universities, to increase the number of **technology graduates** and encourage them to remain in Columbus after graduation.

## Education

- Closely monitor and evaluate the **Cap City Kids after-school program**, incorporating successes and seeking additional outside funding assistance.
- In cooperation with the Columbus Public Schools, the Ohio Energy Project, the Ohio Department of Development, and the Environmental Fund, the city Utilities Department will develop a **solar project at a Columbus school** linking panels to the Internet in an effort to help students understand the impact of photovoltaics.

- Enhance **pedestrian safety** and infrastructure needs such as signage, sidewalks, and flashing signals near and around schools. Continue to coordinate the "Walk our Children to School Day".
- Assist **minority- and female-owned businesses** in securing opportunities with the city by conducting roundtable forums and other educational training sessions and host a city procurement college to encourage communication among city agencies and the business community.

### Downtown Development

- Continue to implement the **comprehensive business plan for downtown development** including strategies for housing, retail, parking, transportation, recreation, and arts and cultural events.
- Partner with the new **Downtown Development Corporation** to coordinate building our tax base, promoting economic development, and partnering with the private sector to advance downtown development.
- In collaboration with **Capitol South**, establish and implement target programs to encourage development and redevelopment of downtown properties.
- Increase the number of downtown employees through partnerships with downtown businesses and the State of Ohio. Continue to work with employers to utilize the **downtown tax incentive program** to qualify for partial refunds of city income taxes for relocating employees back downtown.
- Increase the number of **residential housing units in downtown Columbus**.

### Peak Performance

- Essential in addressing the city's fiscal challenges is the achievement of greater efficiencies and reductions in costs through focus on the coordination of **labor/Management continuous improvement initiatives** on a citywide basis.
- Develop an effective **project construction management system** to accurately reflect good project scoping, closely manage projects, provide accountability and effectively communicate with interested stakeholders.
- Continue to develop and refine **performance measures** and integrate them into the budget process. Training will occur in 2003 with the goal of establishing performance measures for every city program. Continue to improve and expand upon the citywide performance database.
- Create a city **training enterprise** that will eliminate redundant training offerings, deliver high-quality training to Columbus city employees, and ultimately sell training services to other local organizations.
- Continue to implement and monitor departmental changes generated by the city's **operations review program** including better financial reporting, establishment of purchasing performance agreements with customer departments, better coordination of the financial function throughout city government, and better utilization and monitoring of the city's finances.